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Executive Registry

24 August 1984

847077

AH. DO 84-1301

ER 84-24907/1

MEMORANDUM FOR: Deputy Director for Administration
 Deputy Director for Intelligence
 Deputy Director for Operations
 Deputy Director for Science and Technology
 Chairman, E Career Service
 Inspector General

FROM: Executive Director

SUBJECT: Career Opportunity for Women and Minority Employees

1. **Action:** This memorandum assigns responsibility for actions to improve career opportunity for women and minority employees in the Agency and to redress the serious imbalance in their representation in senior positions.

2. **Background:** In an address to Agency women in the Auditorium last Spring, the DDCI deplored the small percentage of women in senior positions in the Agency. Since then a number of steps have been taken at the DDCI's behest to help remedy the situation. Component employees were polled for ideas to improve matters by the directorates and submitted over 100 suggestions. A Task Force of six senior Agency women reviewed the suggestions and made specific recommendations which should increase the number of women in the Senior Intelligence Service. The Deputy Directors were asked to comment on the recommendations of the Task Force. And the Planning Staff collated the results of this process and drew conclusions from it for consideration by the DDCI.

While the original impetus, in this case, came from the desire to correct the imbalance in the number of women in senior positions in the Agency, it is clear that a similar imbalance exists for minority employees and that remedial action is required for both. As appropriate, therefore, actions growing out of the recommendations of the Senior Women's Task Force will apply to both women and minority employees.

3. **DDCI Instructions:** In the attached memorandum dated 13 August, the DDCI charged me with arranging for the implementation of several recommendations stemming from the report of the Senior Women's Task Force. Accordingly, I request that action be initiated now on the following matters by the appropriate person or organization:

- Each directorate and career service should establish a panel—or series of panels as appropriate—which will monitor the assignment, training, and promotion of women and minorities and report periodically to the career service head on their effort. The purpose is to give an added check to the institutional mechanisms now extant to assure the heads of the career services that proper attention is being given to these career concerns. The exact focus of the monitoring activity will properly vary from directorate to directorate but is expected to include, at the least, individuals in grades GS-14-15.

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- The Director of Personnel should assist each directorate by compiling a computer printout covering the date of grade, directorate ranking, biographic profile, and so forth on all women and minority GS-15's for easy reference. Such a printout should be current enough to support the SIS promotion cycle and assignment recommendations.
- Each directorate should make a conscious effort to develop women and minority employees by judicious assignments that can be used as springboards to SIS-level positions. Logic would suggest that similar action be taken at the GS-14 level and, perhaps, GS-13. The point of concern is to take the necessary steps early on to help prepare women and minority employees to handle greater responsibility.
- The Inspector General should assist in the monitoring of this overall program by commenting specifically in component inspection reports on promotion records, assignments, training, and the overall posture of the directorates toward implementing these recommendations.
- The directorates should examine the composition of their career panels and boards to ensure membership by people sensitive to this overall problem.

4. Additional Instructions: In addition to the actions called for by the DDCI, I believe the following measures also should be taken to improve the position of women and minorities in the Agency:

- The directorates and the Director of Personnel should ensure that an appropriate number of senior and mid-level women and minority employees participate in Agency recruiting activities.
- The Director of Training and Education should ensure that at least one SIS woman and appropriate minority representation are voting members of the Agency Training Selection Board.



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Attachment:
As stated

cc: Director of Personnel
Director of Training and Education
Federal Women's Program Coordinator

Executive Registry
84 - 2490/1

13 August 1984

MEMORANDUM FOR: Executive Director
FROM: Deputy Director of Central Intelligence
SUBJECT: Senior Women's Task Force Report on
Career Opportunity for Women

1. I am pleased with the recommended initiatives suggested by the Senior Women's Task Force on what the Agency might do to redress what I feel is a serious imbalance of the number of senior women in the Agency versus the percentage of the work force they represent. I think what can be said of the women should also be addressed to all minorities as appropriate.

2. In referencing the report to the Executive Director by the Women's Task Force dated 23 May 1984, I find particular merit in the following recommendations and ask that you arrange for their implementation:

--Each Directorate and career service establish a panel which monitors the assignment, training and promotion of women and other minorities. The purpose is to give an added check to the institutional mechanisms now extant to ensure the heads of the career services that proper attention is being given to career management structure.

--The Director of Personnel could assist each Directorate by compiling a computer printout covering the date of grade, Directorate ranking, biographic profile and what have you for easy reference. Such a printout should be current enough to support promotion cycles and assignment recommendations.

--Each Directorate should compile a list of platform positions that can be used as springboards to SIS-level positions. Logic would suggest that the Directorates take a similar look at feeder positions at the GS-14 level and perhaps GS-13. The key here is to make a conscious effort to develop women and minority employees by judicious assignments which prepare them for greater responsibility.

--There seems to be Directorate acceptance to the suggestion of Directorate-wide vacancy notices. It does appear on the surface to have considerable merit. However, I ask that you examine the pros and cons before implementing such a requirement..

3. To assist in the monitoring of this overall program it is obvious the Inspector General can be of great assistance to you in determining the accomplishment and for that matter attention given by the various components which the IG may survey during the course of a year. Not only should promotion records be examined, but assignments, training and the overall posturing by the Directorates to implementing these recommendations.

4. The Directorates should examine the composition of their career panels and boards to ensure membership of personnel sensitive to this overall problem.

5. You are at liberty to add further requirements and tasking on the Directorates if you see fit.

[Redacted]

John N. McMahon

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cc DDA
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DDO
Chairman, E Career Service
D/Personnel

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Executive Registry

84- 2490/1

13 August 1984

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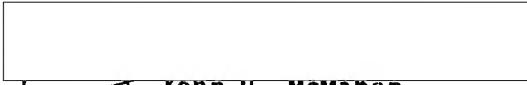
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John N. McMahon

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cc DDA
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DDO
Chairman, E Career Service
D/Personnel

EXECUTIVE SECRETARIAT
ROUTING SLIP

TO:

		ACTION	INFO	DATE	INITIAL
1	DCI				
2	DDCI		X (2 cys)		
3	EXDIR	X			
4	D/ICS				
5	DDI		X		
6	DDA		X		
7	DDO		X		
8	DDS&T		X		
9	Chm/NIC				
10	GC				
11	IG				
12	Compt				
13	D/Pers		X		
14	D/OLL				
15	D/PAO				
16	SA/IA				
17	AO/DCI				
18	C/IPD/OIS				
19	C/E Career Service	X			
20					
21					
22					

SUSPENSE

Date

Remarks

STAT

D/Executive Secretary

13 August 1984
Date

Executive Registry
84- 2490/1

13 August 1984

MEMORANDUM FOR: Executive Director
FROM: Deputy Director of Central Intelligence
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--The Director of Personnel could assist each Directorate by compiling a computer printout covering the date of grade, Directorate ranking, biographic profile and what have you for easy reference. Such a printout should be current enough to support promotion cycles and assignment recommendations.

--Each Directorate should compile a list of platform positions that can be used as springboards to SIS-level positions. Logic would suggest that the Directorates take a similar look at feeder positions at the GS-14 level and perhaps GS-13. The key here is to make a conscious effort to develop women and minority employees by judicious assignments which prepare them for greater responsibility.

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John N. McMahon

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cc DDA
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DDO
Chairman, E Career Service
D/Personnel

4 JULY 1984

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM: [redacted]

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Executive Director

SUBJECT: Career Opportunity for Women [redacted]

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1. Action Requested: This memorandum is to inform you of steps taken recently aimed at improving career opportunity for women in the Agency. Paragraph 3 contains recommendations for your approval. [redacted]

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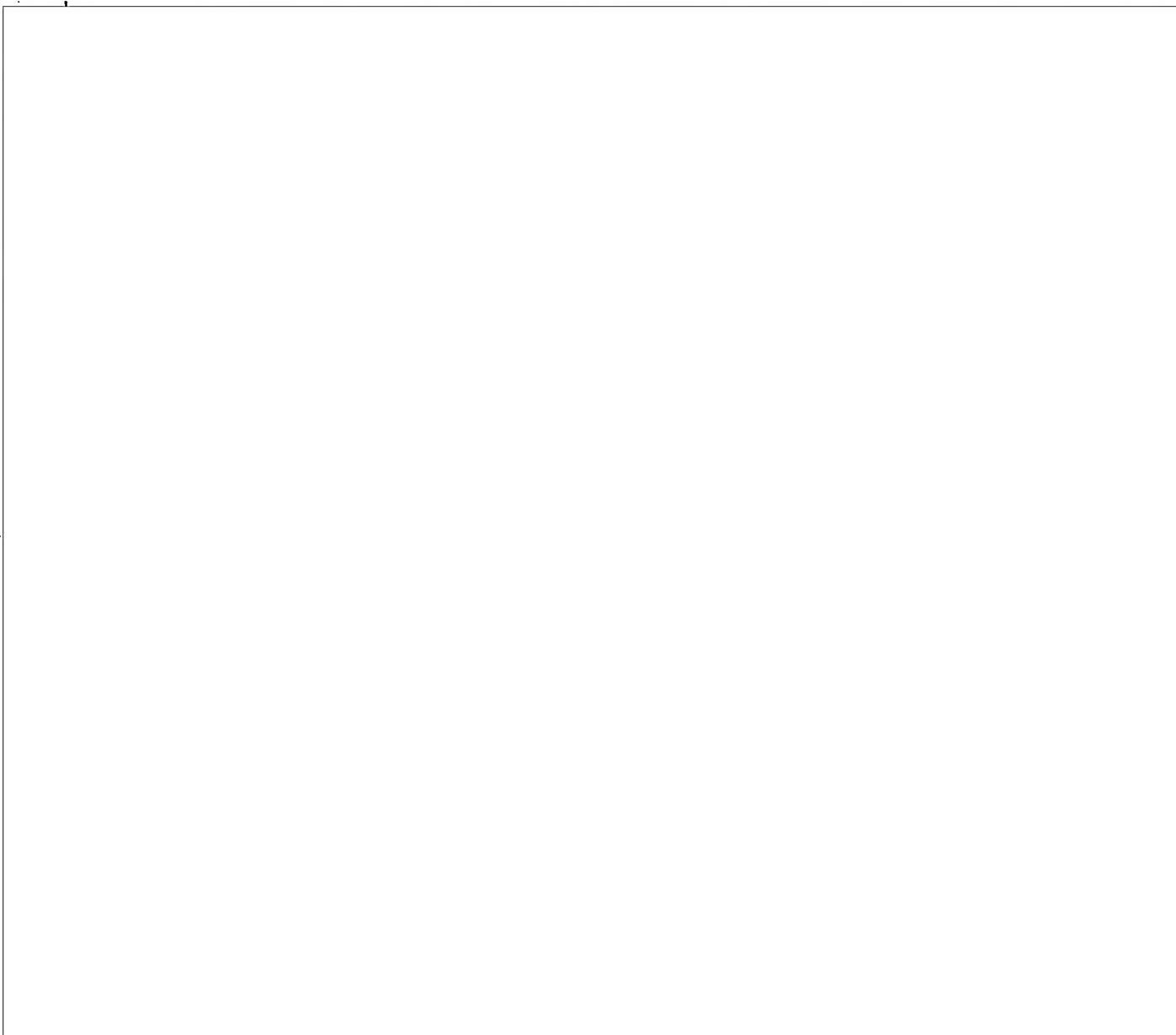
2. Background: In memoranda to me dated 15 December 1983 and 12 March 1984, and in your address to Agency women in the auditorium in early March, you deplored the small percentage of women in senior positions in the Agency. You asked me to submit a plan to you for redressing the imbalance. On 15 March, I asked the Deputies "to pick the brains" of their people to identify immediate and longer range actions that could be taken to improve the situation. I received over 100 suggestions in late March and early April. I then asked six senior Agency women to form a task force to review the suggestions received and to provide specific recommendations to increase the number of women in the Senior Intelligence Service (SIS). The task force completed its report in late April and, at my request, the Deputies commented on its recommendations by 11 May. The Chief of the Planning Staff then collated the results of this rather complex process and drew conclusions from it for action: the basic premise being if anything can or needs to be done before the current promotion cycle for SIS candidates ends, it should be. [redacted]

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3. Recommendations: The wrap-up by Chief, Planning Staff is attached. I agree with its conclusions and recommend that you:

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**Attachment****APPROVED:**Deputy Director of CenDate

See DDCI Memo for Exec Dir 1984 ER 84-2490A
dated 13 August 1984

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23 MAY 1984

Report to the Executive Director on the Recommendations
of the Senior Women's Task Force and on Career
Opportunity for Women

by

25X1

This report summarizes and comments on the responses of the Deputies to the recommendations made by the Senior Women's Task Force in its memorandum for you dated 27 April 1984. That memorandum and the collated responses of the Deputies to it are attached at A.

Also summarized and listed by source at Attachment B are about 100 suggestions for redressing the imbalance in the number of women who hold senior positions in the Agency. These suggestions were submitted to you in response to your memorandum to the Deputies entitled "Career Opportunity" dated 15 March 1984.

There are a number of themes common to the recommendations of the Task Force and the suggestions outlined in Attachment B. There also is considerable duplication among the 100 suggestions from 16 different sources. The suggestions or variants most frequently made were:

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27 April 1984

MEMORANDUM FOR: Executive Director
FROM: Senior Women's Task Force
SUBJECT: Career Opportunities for Women

1. As you requested, we reviewed the Directorate and E Career Service responses to your memorandum on career opportunities for women dated 15 March. Quite frankly, we were shocked by the statistics. At the same time, we were encouraged by the apparent willingness of Agency management to take constructive action. We agree with John McMahon that there is a "woeful imbalance which seems to have been perpetuated in the Agency year after year without redress."
2. We are providing a number of immediate and longer-term recommendations to increase the number of qualified women in the Senior Intelligence Service. Lest anyone think there is unanimity among the members of the task force, we should point out that our views vary widely on many issues and on specific remedies. We are in complete agreement, however, that the development of personnel, including women, is a management responsibility, not a women's issue.
3. Our recommendations, therefore, place the responsibility squarely in the chain of command, not in woman's committees or management advisory groups. The proposals represent a consensus of the task force and are not overly dramatic. They do, however, suggest a coercive beginning with a monitored continuum.
4. A quote from one of the senior Agency managers bears repeating here, as it seems to capture the spirit of our concerns:

Many successful managers have gained both useful experience and grade as a consequence of early, "high-risk-of-failure" service No one is a sure bet in any assignment. In my experience, given the opportunity, women and minorities also flourish under enlightened management and enrich the Agency with their performance. Frankly, on this subject, I wish management

SUBJECT: Career Opportunities for Women

would talk less and do more. We already know that we are making a mistake. Coercion can fall away when fairness becomes natural. It is past time to get on.

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(DI)

(E)

25X1

(DO)

(DA)

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(DS&T)

(EA)

Attachment:
Recommendations

27 April 1984

TASK FORCE RECOMMENDATIONS

The following recommendations are designed to increase the number of qualified women in the Senior Intelligence Service and in "platform positions" leading directly to SIS assignments. Most suggestions can and should be implemented immediately. Some will take a few months to accomplish. All are designed to reflect a long-term management commitment to redressing the imbalance in the higher grade levels of the Agency.

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15 March 1984

MEMORANDUM FOR: DDA

DDI

DDO

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SUBJECT: Career Opportunity

1. The DDCI, in memoranda to me dated 15 December 1983 and 12 March 1984; and in his address to Agency female employees in the auditorium last week, deplored the small percentage of women in senior, specifically supergrade, positions. He has asked that I submit a plan to him by 1 April for redressing the imbalance.

2. Neither he nor I intend any change in qualitative criteria for promotion to supergrade, nor do we seek a solution through quotas. I have no omniscience to apply to this issue. I do have the responses to a request I made to you a short time ago, reflecting current statistics and, to some degree, recent steps taken to address the problem.

3. There has, in my judgment, been some progress. But there are other steps that can be taken. I would like each of you to pick the brains of your folks to identify both immediate and longer range actions that could be taken. We've spoken of the assignment process as the major opportunity for demonstrating ability; nominations for quota course training, rotation to other agencies or directorates, appointment to career development panels or career development officer positions (including career panel executive secretariat), as well as to substantive or managerial task forces are some options.

4. Please give me your thoughts by Wednesday, 28 March.


Executive Director

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